

Directions: Please complete shaded areas below.

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| Department Name: Employee Relations Department |
| Project Name: Departmental Rollout of EDMS/Imaging Files |
| Project Amount: \$750,000 |
| Contact Information: Jay Flynn / Jose Nodarse |
| Project Type: Please check (✓) one. |
| <input checked="" type="checkbox"/> Enterprise <input type="checkbox"/> Communities of Interest <input type="checkbox"/> Department Specific |
| Funding Source: Please check (✓) one. |
| <input checked="" type="checkbox"/> GF Capital <input type="checkbox"/> Proprietary Capital |
| <input type="checkbox"/> Mandated Requirement (If checked (✓), please indicate who is mandating this request as well as the time frame) |
| <input type="text" value="3"/> Department Priority of Initiative (1, 2, 3, etc.) |

Section A

Background:

The Electronic Personnel Folder (EDMS) was too introduced to initiate dramatic efficiencies in the filing, storage, and retrieval of paper records for Miami-Dade County. In order to realize the full potential of this investment there must be a conscious effort to reduce the initial dependencies on hardcopy forms (paper). To this effort the County pursued three initiatives to facilitate these endeavors. First, it invested in an Electronic Document Management System with an integrated FORMs/Workflow module. Second, a County-wide initiative began, to address and develop policy for electronic signatures to deal with the business cultural barrier in regards to the need for hand-written signatures.

The third initiative began in February 2004, as the CIO began a campaign to pursue pilot project to introduce efficiencies for internal support departments such as Employee Relations, General Services Administration, and Finance as part of a focus on the internal portal. The eWorkplace will need to be fueled with new online forms to fully realize its potential and increase services to all County departments.

Problem Statement:

As the official custodian of all personnel records ERD has pursued an effective solution to the County's long term records management needs. The EDMS solution provides the County, and its 30,000 (plus terminated/retired) workforce, a robust browser based system that is secure, accessible to all, and provides business continuity in the event of a disaster.

The initial project dealt with the Personnel & Medical records in the Administrative Services Division(ASD), but there are many other division/areas such as Labor Management (Appeals, Grievances, etc.), Compensation

(Reclassifications), Recruitment (Background, I-9, hiring document), and Training in which the department functions in the same capacity as the official record manager that now must be addressed. As in the pre-EDMS days for ASD, these records are stored in file cabinets with all of the inefficiencies that come with a manual filing system.

Additionally, distributed personnel support staffs (Department Personnel Representatives) maintain secondary file rooms at their site. This poses numerous issues on a large scale and is of concern. These departments must be staffed to maintain these files as well as use valuable office space to store the records. Manual filing also lends itself to misfiles, lost documents, theft, and vandalism of the original documents that are kept in the central file room and in most cases these are not the official records. Given that the County has already invested in creating an Electronic Personnel Records Library this is an additional opportunity that may be pursued by the County at an enterprise level to further maximize its return-on-investment.

There is a need now to provide a complete comprehensive electronic folder that is accessible by all, especially the operating departments, and to provide the same level of business continuity for these records.

ERD's business activities impact all County departments, and the majority of ERD's forms (i.e. Reclass Memo, Classification Action, Performance Evaluations, Employee Suggestion, and ADA forms) are prime candidates for development as on-line forms with workflow. ERD has over fifty forms (50) that could be placed on-line and workflow enabled. The County-wide impact of the implementation of any of these forms would be multiplied, since all departments are required to use these standardized documents. There is a significant return on investment for projects such as these.

Solution:

Secure adequate resources (i.e. funding and staffing) to continue to develop and expand the use of Electronic Personnel Library and workflow enabled on-line forms to reduce the volume of paper that is processed and stored County-wide. Secured funding would go towards setting up new electronic libraries and imaging paper documents (back-file). It is difficult to determine a single approach at this time as some forms may leverage investments in the ERP solution and others are best suited by the EDMS products. Funding this initiative will accelerate development of new forms, processing time of personnel transactions, add more accountability, save time, and money.

Expected Benefits / Direct Payback:

ERD's business processes impact all County departments. A tremendous volume of paper is generated annually and industry analysts insists that a large portion of institutional knowledge is still in unstructured repositories such a file-rooms. The associated costs of storage, labor costs for manual filing, and travel time to view documents could be eliminated by back-filing existing documents and electronically scanning and importing all "day-forward" work.

The following are key business drivers that would result in direct and indirect paybacks with the implementation of this solution:

1. Leverage the ability to quickly re-engineer business process;
2. Eliminate unnecessary steps and introduce parallel processing where possible;
3. Improve efficiency and effectiveness through automation of business processes;
4. Lower training curve of staff by allowing them to focus on the task at hand not process;
5. Provide better process control and accurate performance measures;
6. Provide better customer service (internal and external) by providing consistency in the business process leading to greater predictability in levels of response;

7. Assist in identifying bottlenecks in process;
8. Leverage the changing working environment empowered by tele-working and the need for remote sites to gain access to non-structured data;
9. A core team focused on leveraging technologies to implement business process management solutions to achieve all of the above.
10. Simultaneous and immediate access of documents at your desk, field, or home;
11. Efficiencies are introduced as a result of performing electronic searches that yield the exact desired document (from a 3 inch folder) at your desk, field, or home within seconds;
12. Protection of vital documents from vandalism, natural and man-made disasters;
13. Information is readily available to decision-makers with the proper security;
14. Reduction in storage premium and clerical cost

Backfilling ERD documents will provide immediate access to persons with the proper security. Multiple users are able to view the same document simultaneously. Currently, if a file is checked out, another user cannot view the file until it is returned. It will facilitate the processing of personnel transactions. For example, in promotional exams, files must be pulled for all employees who wish to sit for the exam in order to calculate seniority points. Electronic files allow immediate access and would accelerate the process.